

# University of Wyoming

## Strategic Plan Summary

July 2011

### **Quality of Life Result**

Result #2: Wyoming has a diverse economy that provides a livable income and ensures wage equality.

Result #5: Students are successfully educated and prepared for life's opportunities.

### **Contribution to Wyoming Quality of Life**

In the exercise of the University of Wyoming's (UW's) primary mission to promote learning, UW seeks to provide academic and co-curricular opportunities that will:

- Expose students to the frontiers of scholarship and creative activity and the complexities of an interdependent world;
- Ensure individual interactions among students, faculty and staff;
- Nurture an environment that values and manifests diversity, free expression, academic freedom, personal integrity, and mutual respect; and
- Promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the university community.

As Wyoming's only university, UW is committed to outreach and service that extends its human talent and technological capacity to serve the people in its communities, the state, the nation, and the world.

### **Basic Facts**

#### **University of Wyoming Mission Statement**

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. We serve as a statewide resource for accessible and affordable higher education of the highest quality, rigorous scholarship, technology transfer, economic and community development, and responsible stewardship of our cultural, historical, and natural resources.

Adopted in May 2009 by the Board of Trustees after more than a year of effort, including substantial public input, the university's current institutional plan (University Plan 3, or UP3) serves as the guiding strategic plan for the period 2009-2014. Six areas of distinction were initially identified in the first UW academic plan (1999-2003) and the same thrusts for distinction have been reinforced, refined and advanced during the second academic plan (2004-2009) and now during UP-3.

#### **1. Cultural endeavors, the arts, and the humanities**

To maintain its position as the state's leader in the arts and humanities, UW must continue to cultivate these disciplines. Undergraduate programs in the humanities and the arts are excellent, and student enrollments continue to grow. Writing and oral communication must become significant curricular commitments, and UW supports the English Department's growing emphasis on creative writing. In addition, UW must take better advantage of the

cultural assets of the Art Museum, the American Heritage Center, and the University Libraries. Cooperation among the units, as well as clarification of responsibilities, will promote more vigorous contributions to the university's academic life and facilitate better outreach to the state and the region.

## **2. Environment and natural resources**

UW has made great strides in ENR-related teaching and scholarship. The institution's base of expertise in ENR has historical depth and disciplinary breadth that reach far beyond such formal structures as the Haub School and Ruckleshaus Institute of Environment and Natural Resources. Many mainstream disciplines are fundamental to teaching and research in this area and require more consistent support, whether or not they are involved with the School or Institute. UW intends to support interdisciplinary scholarship in environmental and natural-resource economics, sustainable agriculture, land resources, rural communities, water, energy resources, parks, and pristine large-scale ecosystems. Linking ENR activities with International Programs and expanding ENR-related connections between UW and K-12 schools will also help bolster UW's presence in this area.

## **3. History and culture of Wyoming and the Rocky Mountain region**

The university has considerable momentum in this area, with the expansion of Anthropology, the holdings in American Indian history, and a tradition of expertise in the history of the American West. The History Department has taken steps to broaden its reach through intellectual ties with Religious Studies.

## **4. Life sciences**

The life sciences constitute one of UW's historic strengths. At the undergraduate level, life-science faculty members have developed a restructured core curriculum in biology. In addition, the plan proposes a more coherent structure for the undergraduate program in microbiology. At the level of graduate education and research, the life sciences have changed dramatically - perhaps more so than any other major branch of science - since most of UW's Ph.D. programs were first established. Discussions among faculty leaders, department heads, college deans, and central administrators suggest four major focus areas for graduate education and research in the life sciences: neuroscience, reproductive biology, ecology, and molecular and cellular life sciences.

## **5. Professions and issues critical to the region**

Professional programs are critical to Wyoming's workforce. Among the most important examples are teacher education, business, the health-care professions, and law. Yet these programs face many common issues, including the need for better alignment between student demand and areas of state need, the need for better integration of programs that have shared affinities, and the need to balance clinical and service responsibilities with classroom teaching and research. The institution must focus on special issues affecting rural communities in the sparsely populated Mountain West and the accreditation demands of many professional programs.

## **6. Science and technology**

The time is ripe to strengthen three broad areas of science and technology of importance to Wyoming's future: earth and energy science, materials science, and computational science.

Several departments have historically had internationally recognized and well-funded research in these areas. Others have maintained nuclei of expertise, although they have fluctuated in strength. Some units have the potential for greater contributions. The plan includes several action items that will help build a stronger presence in these areas.

In addition to the University Plan 3, the university has planning initiatives for capital facilities. These plans, which are in various stages of implementation and development, may be viewed on the university's web site.

## Enrollment Information

Enrollment	End of Semester	
	Fall 2010	Spring 2011
Laramie Campus	10,662	9,929
UW/Casper College	351	321
Outreach Credit Programs	1,898	2,196
<b>Federal Total:</b>	<b>12,911</b>	<b>12,446</b>
Professional Development	895	1,096
<b>Overall:</b>	<b>13,806</b>	<b>13,542</b>

### End of Semester Enrollment, Fall 2010: **13,806**

Men: **6,228** Women: **7,587**

*(UG Laramie: Men 52%, Women 48%)*

Undergraduates: **10,09** Residents: **10,123** Full-time: **9,946**

Graduates: **3,261** Non-Residents: **3,283** Part-time: **3,860**

Professionals: **450** 150% Res Tuition: **40** FTE: **11,232.7**

International: **750** (5%) Minorities: **1,200** (9%)

New Freshmen: **1,472** New Transfers: **1,158**

### New Freshmen

High School GPA: **3.43**

### Persistence Rate

Fall-to-Fall Retention: **73%**

### Degrees Awarded & Graduation Rate

**2009-10 Degrees Awarded: 2,410**

Bachelors: **1,783** Juris Doctor: **66**

Masters: **388** Pharm D.: **44**

Doctorate: **69** Certificates: **60**

Six-Year Graduation Rate: **53.0%**

### Intercollegiate Athletics

NCAA Division I ~400 Student Athletes

Mountain West Conference

17 Intercollegiate Varsity Sports

### Faculty

**Student-Faculty Ratio: 14:1**

**Tenured/Tenure-Track Faculty: 662**

**Full-time Instructional Faculty: 740**

Top 3 Ranks Average Salary (FY11): **\$84,729**

FY11 Top 3 Ranks Salary as a % of APLU FY11 Market: **93%**

### Employees

**Benefited: 2,995**

Full-time: **2,769** Part-time: **226**

**Non-Benefited: 3,564** *(includes Graduate Assistants)*

**Total Employment: 6,559**

### Accountability

Member of the Voluntary System of Accountability

<http://www.collegeportraits.org/WY/UW>

## Student Costs

### Tuition and Fees (2010-11 academic year)\*

#### Undergraduates (15 hours/semester)

Resident: \$3,927 Nonresident: \$12,237

#### Graduate (12 hours/semester)

Resident: \$5,565 Nonresident: \$14,133

#### MBA (12 hours/semester)

Resident: \$13,173 Nonresident: \$18,381

#### Law (15 hours/semester)

Resident: \$11,517 Nonresident: \$23,277

#### Pharm.D. (18 hours/semester)

Resident: \$13,089 Nonresident: \$25,941

### Resident Undergrad Tuition & Fees Percentile: 1st

150th of 150 among U.S. Public Doctoral Institutions

### Average Room and Unlimited Board: \$8,360

### Undergrad Cost of Attendance 2010-11\*

Resident **\$16,576** Nonresident **\$24,886**

*\*Stimulus funds provide one-time payment on behalf of students Fall 2010 & Spring 2011*

### External Research Funding

**Contracts & Grants FY09: \$81,013,021**

**Contracts & Grants FY10: \$101,613,246**

*Includes \$18.5M in financial aid & student operations, excludes direct loans*

### Foundation

**Endowment Value FY09: \$249,352,755**

**Endowment Value FY10: \$256,795,092**

*Pooled funds only; does not include UW land grant information.*

**Annual Giving FY10: \$29,238,990**

*Includes \$836,345 of Gifts in Kind*

### Budget

#### Revised FY11

Section I: **\$267,387,984**

Section II: **\$244,105,282**

**FY11 Total: \$511,493,266**

**Biennial Section I: \$538,984,664**

**Biennial Section II: \$506,082,530**

*reflects expenditures*

#### FY12

Section I: **\$271,596,680**

Section II: **\$261,977,248**

**FY12 Total: \$533,573,928**

### Square Footage/Acres

Acres: **785**

Gross Square Feet: **5,879,147**

Buildings: **149**

Assignable Square Feet: **3,567,384**

### Capital Construction

Downey Hall

Energy Resources Center

Energy Savings (ESCo) Project

High Plains Gasifier

Iverson Building Deconstruction

South Shuttle Lot

SFSF Modernization, Renovation, Repairs

Visual Arts Center

War Memorial Stadium Parking Lot

### Trustees

Jim Neiman, President

Dave Bostrom, Vice President

Warren Lauer, Secretary

Dave Palmerlee, Treasurer

Dick Davis

Betty Fear

John MacPherson

Jeff Marsh

Bradford Mead

Ann Rochelle

James Trosper

Howard Willson, M.D.

*Ex-Officio: Gov. Matthew Mead, Tom Buchanan, Cindy Hill, Megan Degenfelder*

**Accomplishing University Plan 3**

UW systematically reviews and reports progress annually on the University Plan 3 (UP3), the University of Wyoming's strategic plan which covers the period FY2009-FY2014. UP3 is built around five planning motifs, which provide structure and focus for the university's goals and specific action items:

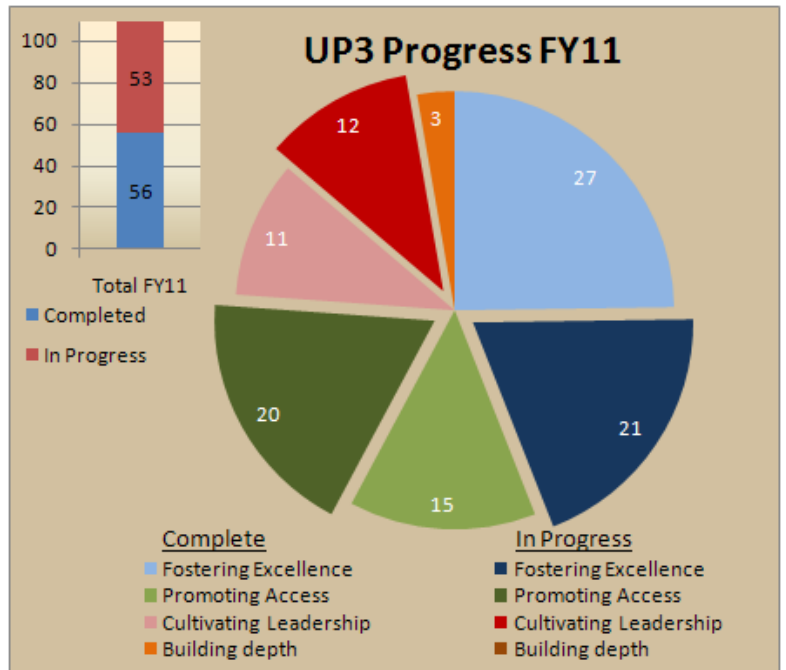
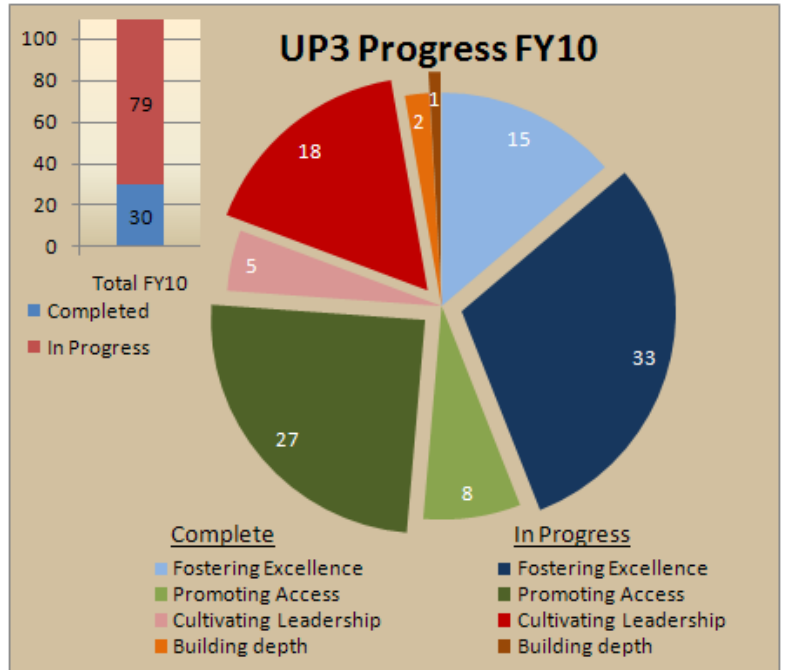
1. Building depth
2. Reinforcing and refining areas of distinction
3. Access to higher education
4. Fostering excellence
5. Cultivating leadership

FY 2011 was the second year of University of Wyoming's UP3. At the close of FY 2011, UW had completed 56 of the plan's 109 action items (51%) in the five year plan. An additional 33 action items are tentatively slated for completion during FY 2012.

**Highlights of FY 2011 accomplishments**

The following is a preview of the detailed annual accomplishments.

Building depth, reinforcing and refining areas of distinction: State and national funding, internal priority setting, and grant support earned by nationally competitive faculty have positioned UW to lead the state and the nation in areas of distinction that will be critical during this century.



*Critical Areas of Science and Technology.*

During FY 2011 UW made very significant advances for its high-performance computing infrastructure (action item 40). This is the campus-based cyber infrastructure that will maximize the potential for UW researchers to interface with and take advantage of the NCAR-UW supercomputer facility. UW also finalized a proposal for a Center for Quaternary Studies, focused on changes in earth's climate, biota, ecology, and land-surface processes during the past two million years. The Center has significant donor support already and UW geologists are working with the UW Foundation to build and solidify its future (action item 46).

*Cultural Assets, the Arts, and Humanities.*

During FY 2011 UW initiated construction of a new fine arts facility (action item 74).

*Environment and Natural Resources.* During FY 2011 UW opened the Berry Biodiversity Conservation Center, including new space for instruction and public education related to conservation biology as well as space for graduate education through the Program in Ecology and Stable Isotope Laboratory. UW significantly strengthened its role in outreach to communities on energy conservation, energy development, and sustainable energy use (action item 54) through Cooperative Extension Service staffing and programming, through collaborations with the School of Energy Resources, and with enhanced geographic information services and analysis in community planning area.

*Professions Critical to the Region's Future.* UW completed a number of action items to advance this area of distinction during FY 2011, including:

- In the health care arena, the completion of a comprehensive clinical education plan in the College of Health Sciences (action item 87) and the pursuit of new strategies to advance the recruitment, training, and placement of physicians (action item 89);
- In education, supported by funding from the Wyoming Excellence Endowment for Higher Education for excellence chairs in science and math teaching, the strengthening of doctoral training in STEM-related education (action item 93);
- In business and economic community development, and in collaboration with the Wyoming Business Council, the development of a state science and technology plan (action item 100); and
- In law and public policy, the establishment of a rural law center to provide service and education to professionals practicing in Wyoming's rural communities and to help prepare law students for rural practice (action item 103).

Access to Higher Education: Access is a multidimensional goal. Among the dimensions of access to a UW education are cost of attendance, education throughout Wyoming, enhancing student preparation and success, internationalization and diversity.

In the cost of attendance dimension, in FY 2011 the Divisions of Student Affairs and Administration made substantial headway in developing a long-range plan for affordable student housing (action item 8).

Among the efforts to expand educational opportunities to students throughout Wyoming, UW developed a staffing plan for the Criminal Justice program that will allow for stable delivery of the curriculum in Laramie and outside the Laramie campus (action item 10).

UW continued to support financially and to participate in the Wyoming School-University Partnership and the P-16 Council in order to enhance data sharing, to implement and assess the Hathaway Success Curriculum, and to pursue a number of important avenues for enhancing articulation between UW's faculty and secondary school teachers (action items 16 and 18).

UW students benefit from diversity within the faculty, and a more diverse faculty helps attract and retain a more diverse student body. In FY 2011, UW continued to pursue a number of initiatives designed to enhance diversity, including initiating in coordination with the faculty and staff a study of employees' and students' access to child care (action item 34).

Cultivating Excellence and Leadership: UW believes that the foundation of an excellent university is its people, including students, professors, and support staff. In FY 2011, UW made substantial new commitments to enhance the quality of graduate education, including introducing a number of initiatives to enhance recruiting of graduate students, to improve the graduate education experience, and to strengthen performance expectations for departments training graduate students (action items 61 and 62). To enhance leadership development among faculty, the administration in collaboration with the faculty examined,

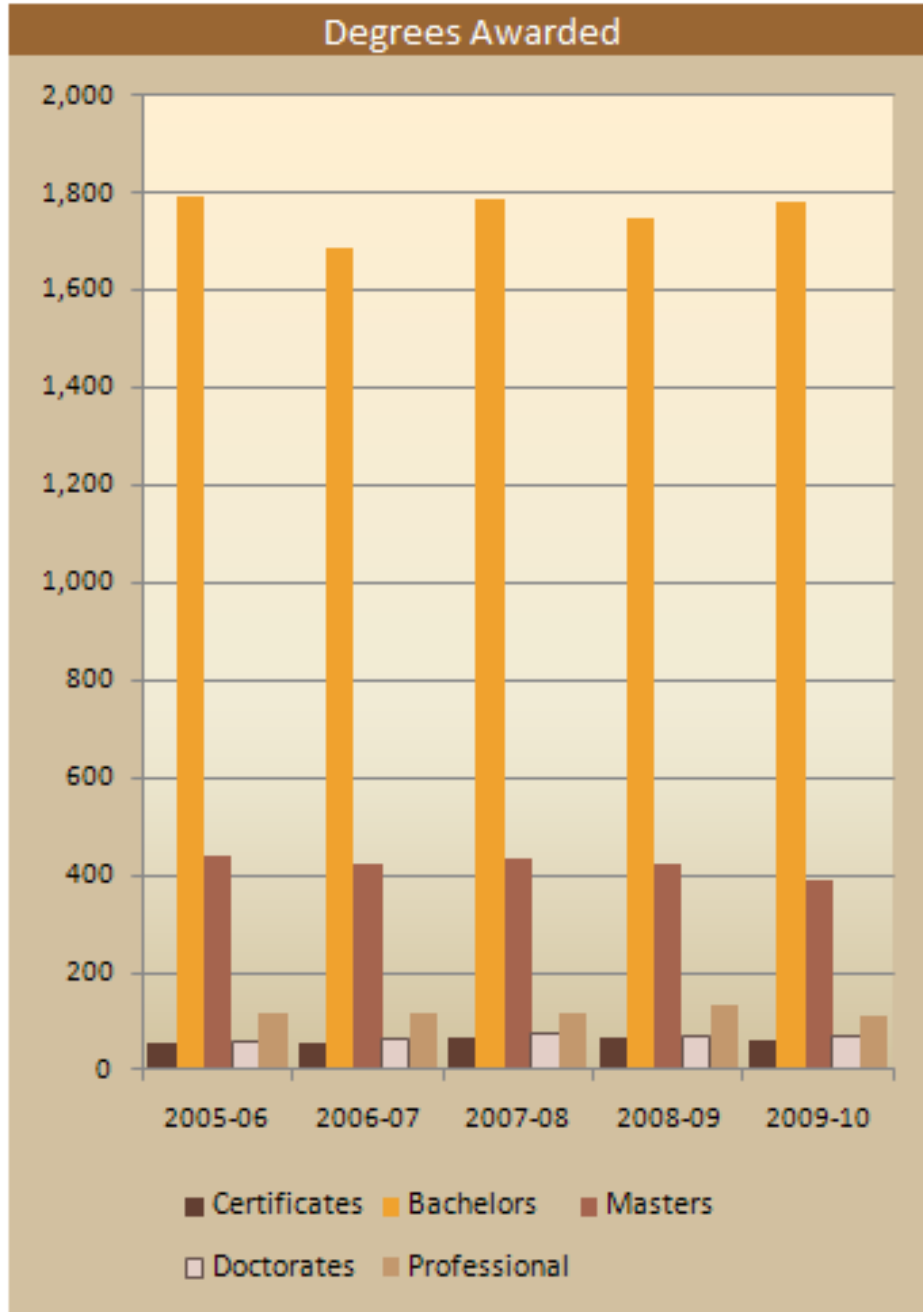
clarified, and strengthened institution-wide criteria for promotion to full professor (action item 64).

Excellent students, faculty, and staff require excellence in capital facilities and infrastructure to the extent that realistic funding strategies permit. During FY 2011 UW updated and refined its capital facilities plan, and is now able to closely align its fundraising strategies and budget requests with its near-to-long term capital facilities priorities in the context of a long-range development plan for the campus (action items 74 and 75). However, UW's infrastructure extends far beyond the Laramie campus. Given the growth in off-campus enrollments as well as the need to serve Wyoming citizens through the Cooperative Extension Service, Student Education Opportunity, and Wyoming Small Business Centers, UW's infrastructure planning needs to be statewide in scope. During FY 2011, new Outreach School facilities were completed in partnership with Central Wyoming College in Riverton and Fort Washakie (through an additional partnership with the Wind River Development Agency). Outreach School facilities have been renovated in Torrington (in partnership with the City of Torrington) and in Powell. In spring 2012, construction will begin on a facility to be shared with Casper College. Discussions are on-going concerning new facilities in Sheridan and Cheyenne. A UW-Laramie Outreach School facility has been placed on the list for UW Capital Facilities Planning.

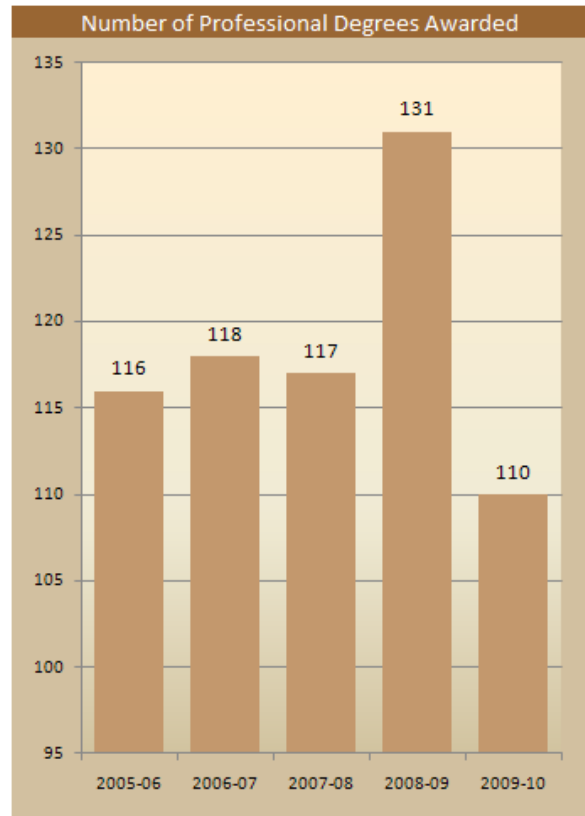
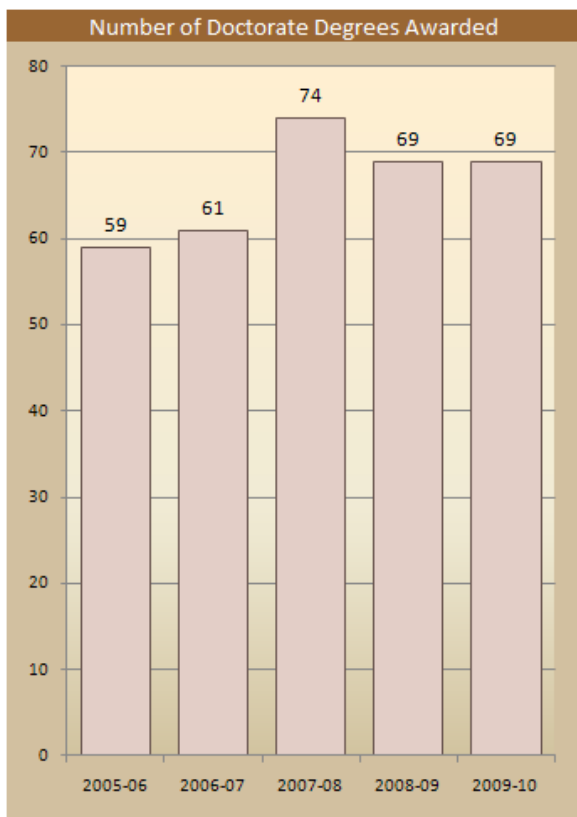
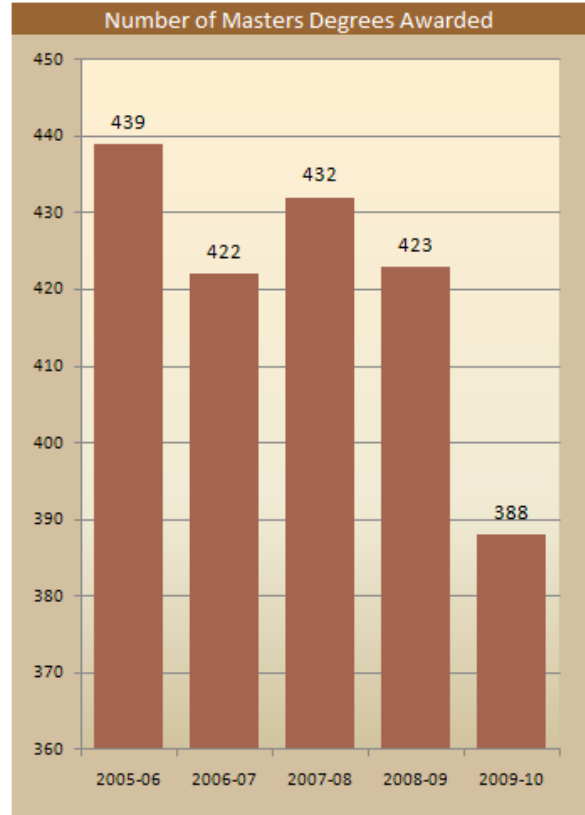
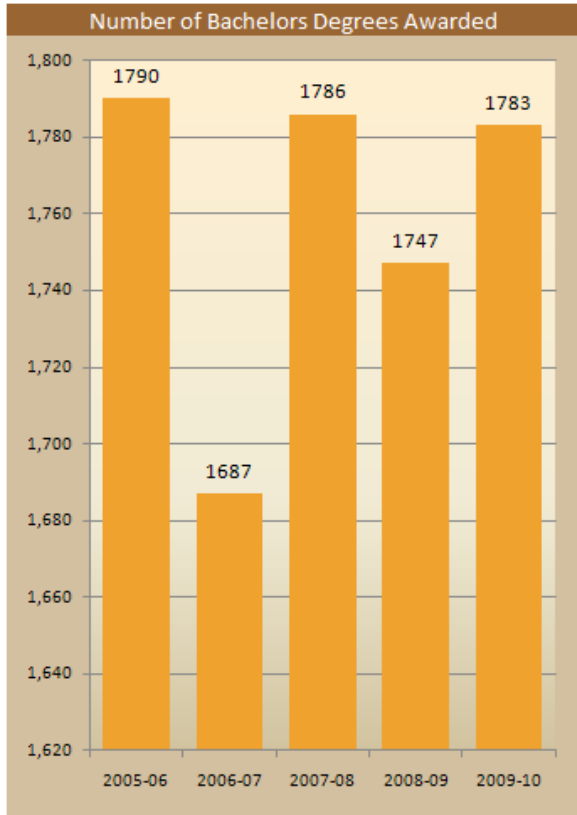
**Key Performance Indicators**

Recognizing that the fundamental charge of the university as a land grant institution is to promote education, research, and service, the following performance indicators succinctly describe key outcomes in each of these areas:

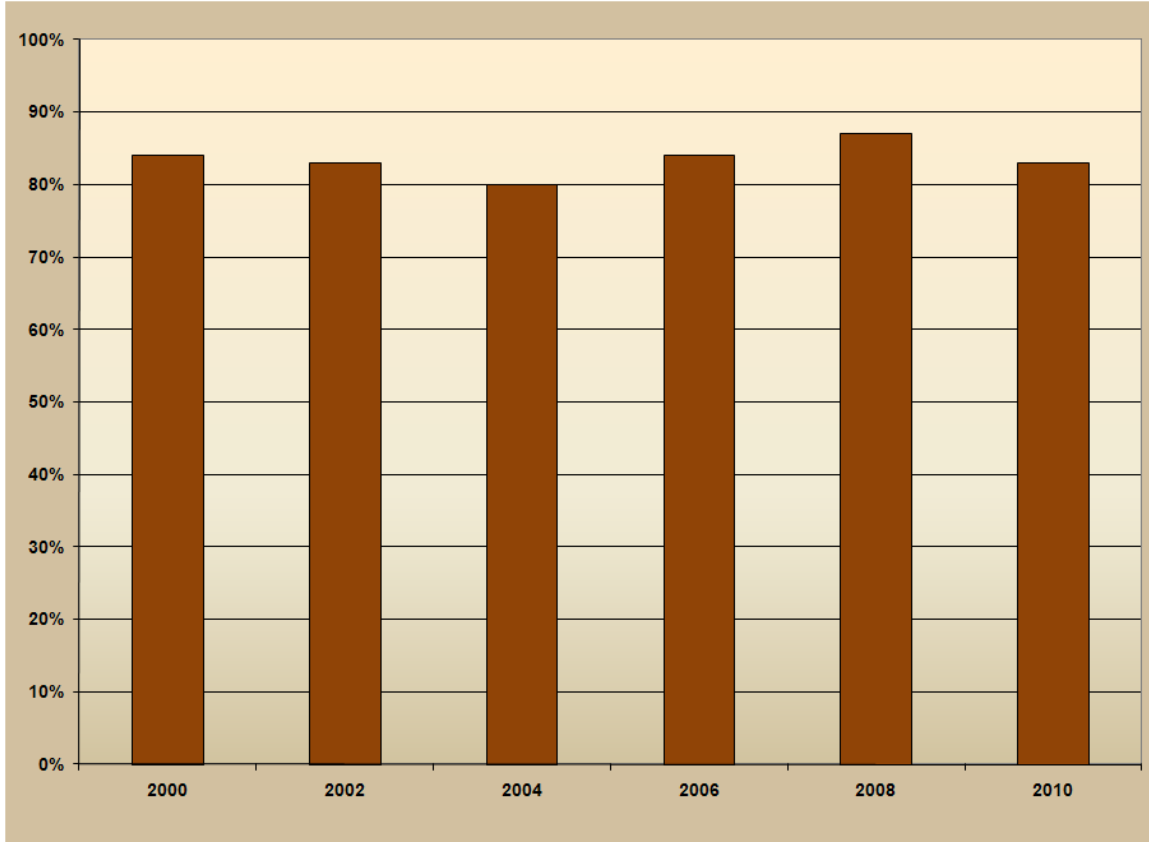
**Number of degrees awarded**



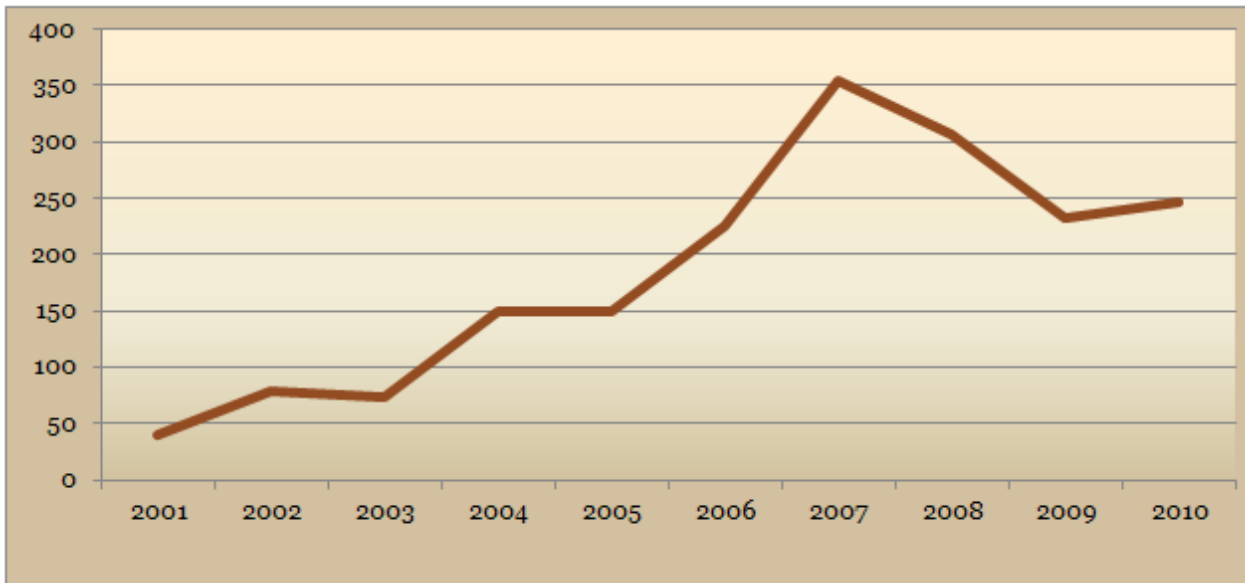




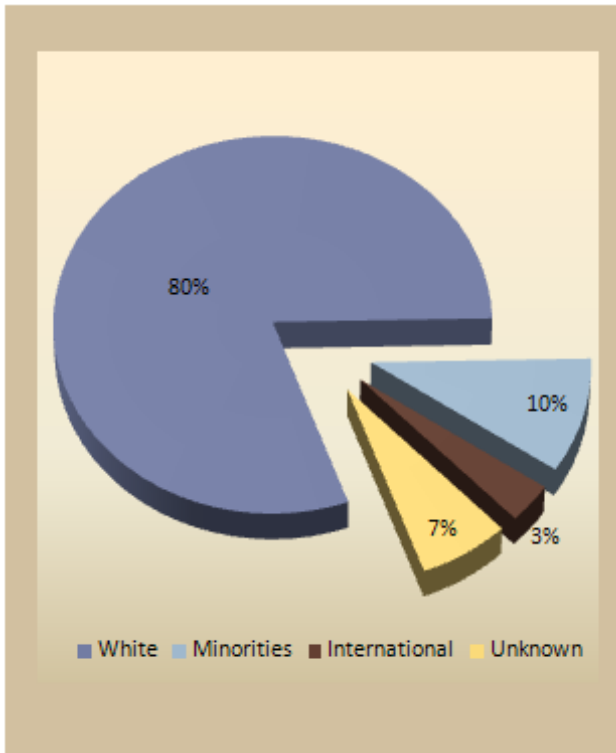
**Percent of students who rate their overall experience as satisfied or very satisfied  
(survey done biennially)**



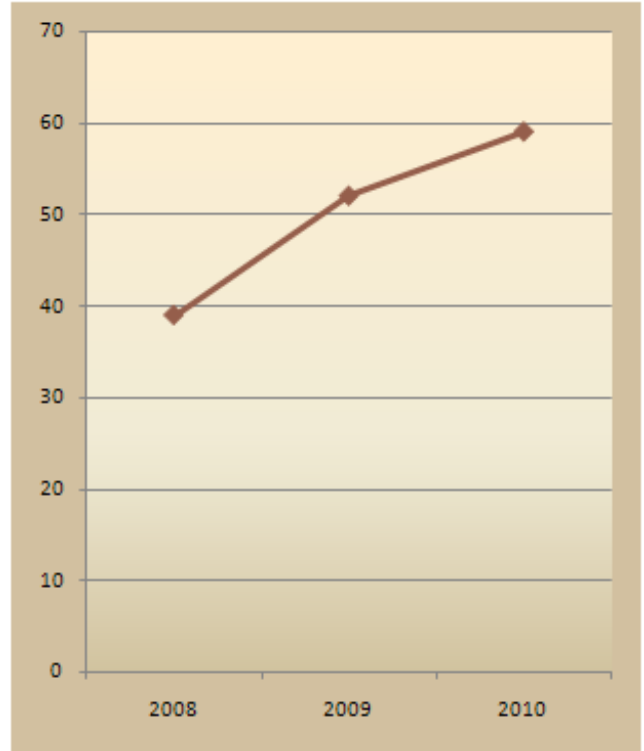
**Number of students in international study abroad and exchange programs**



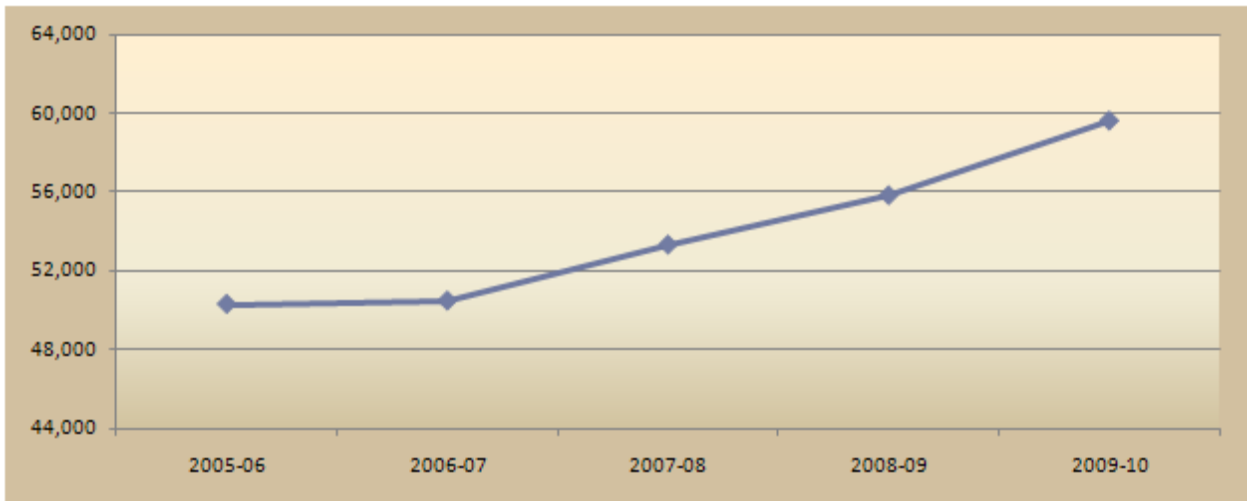
**Percent of undergraduate minority and international students**



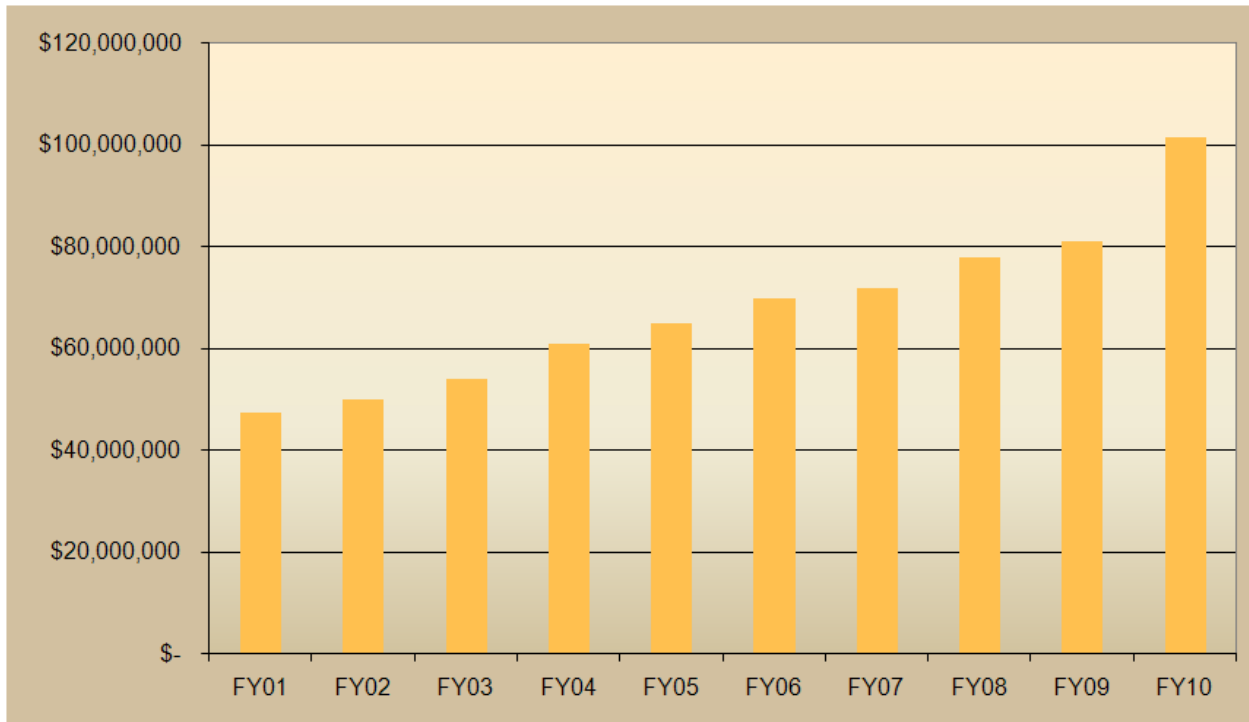
**Number of instructional sites throughout Wyoming**



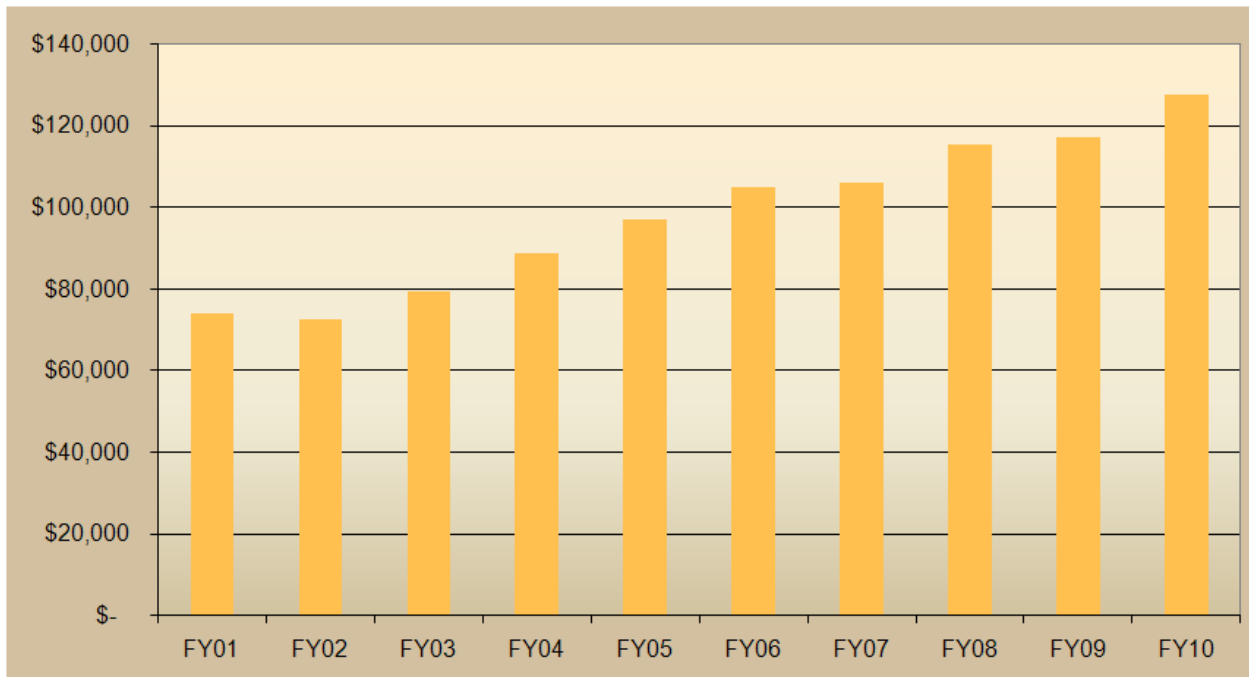
**Number of Outreach School student credit hours**



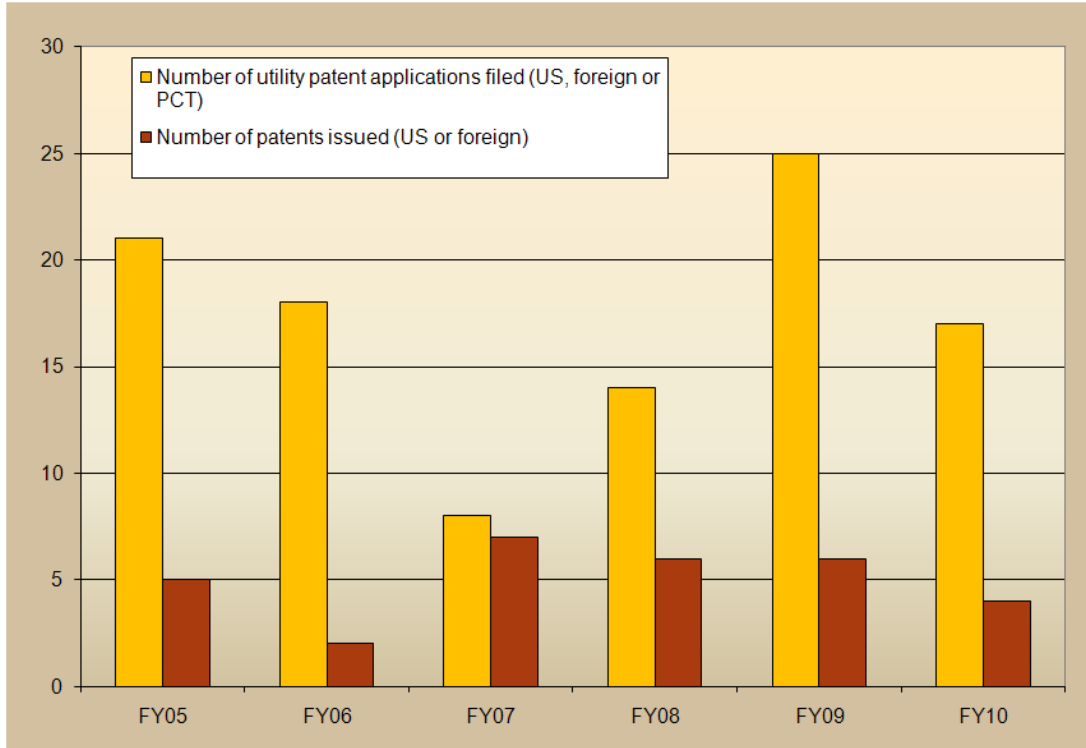
**Total value of contracts and grants awards**



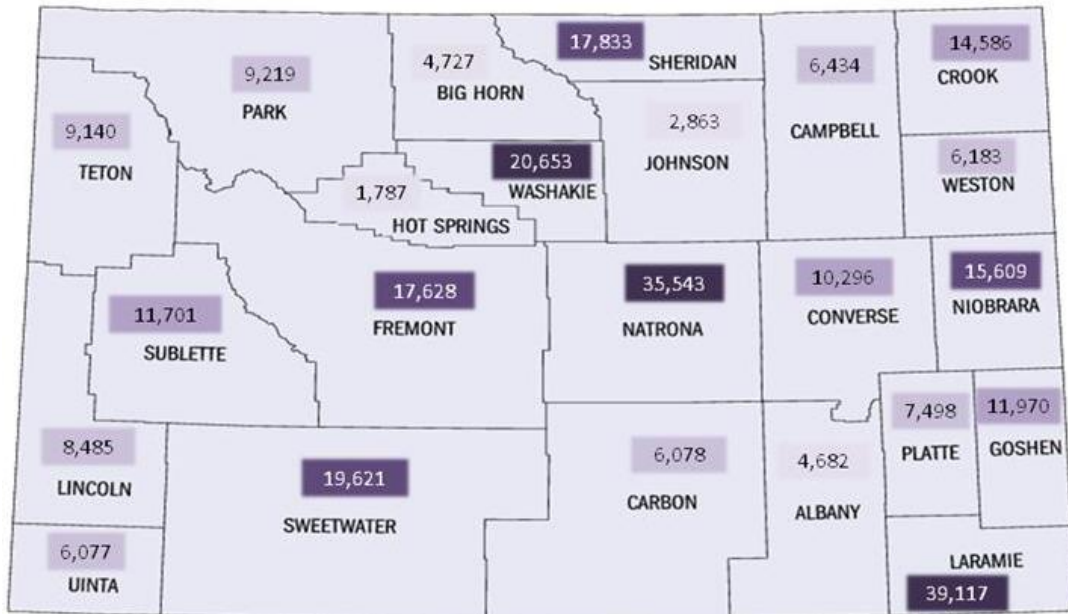
**Dollars of external research funding per tenured/tenure-track faculty member**



**Number of patents protecting university discoveries and inventions**



**Number of Cooperative Extension Service contact hours in federal fiscal year ending September 30, 2010**



\*12,586 - Wind River Reservation

### Number of Wyoming Public Radio listeners

